

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Office of the Inspector General

Charles C. Maddox, Esq.
Inspector General



September 27, 1999

The Honorable Anthony A. Williams
Mayor of the District of Columbia
One Judiciary Square
441 4th Street, N.W., Suite 1100
Washington, D.C. 20001

Dear Mayor Williams:

The purpose of this Management Implication Report (MIR-99-A-004) is to advise you of internal control weaknesses over the use and accountability of cellular telephones. Findings identified in recent reviews provide reasons to believe that these internal control weaknesses may be systemic to District agencies and departments.

Our review disclosed that there were insufficient and inadequate policies and procedures governing the use of, and accountability for, cellular telephones. Additionally, we determined that inventories were not maintained or kept up to date. Further, telephone usage appeared excessive or for personal use, and telephone bills were not reviewed prior to payment. Details follow:

Inventories of Cellular Telephones Were Not Maintained

- An agency list identified 19 cellular telephones assigned to an agency. However, an actual inventory taken at the agency identified only 7 of the 19 telephones to be actually on hand. Additionally, the inventory identified two telephones not included on the aforementioned list. It was later determined that these two telephones were assigned to other agencies.

Financial Controls Were Deficient

- A review of the bills for the 9 telephones identified in the physical inventory showed what appeared to be excessive telephone calls. For example, one telephone incurred usage and airtime charges of approximately \$1,300 per month. The total charges for the 9 telephones for a one-year period exceeded \$40,500.

- One of the 19 telephones was reported stolen. However, we determined that the agency continued to pay usage and airtime totaling \$332.56 for this telephone after it was reported stolen. Additionally, another cellular telephone, which was unaccounted for, was apparently being used in conjunction with a private business. Telephone charges paid by the agency for this telephone exceeded \$3,000.

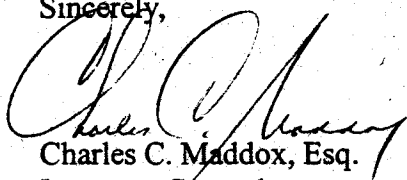
Policies and Procedures Were Lacking

- During interviews with agency officials we were informed that there were insufficient policies and procedures regarding the accountability and use of cellular telephones and there was no system in place to monitor or approve cellular telephone usage.
- On September 23, 1999, the Office of the Chief Technology Office issued updated guidance on "Telecommunication Policy and Standards for Acquisition and Management." This guidance sets forth employee and management responsibilities and requires each agency Director to scrutinize and manage the use of wireless communications by individuals within their agency. Additionally, it requires agency Directors to maintain an up-to-date inventory of wireless equipment. We have included this policy as Enclosure A to this report.

When notified of the control weaknesses we observed, the agency began implementing positive action to correct, and preclude the recurrence of, the conditions we observed.

This Management Implication Report provides Agency Heads with information about conditions that may exist at their agencies. It is my hope that agency heads will now have the information necessary to detect and correct similar conditions should such conditions exist in their own agencies. If you have any questions about this Management Implication Report, please call me at (202) 727-2540 or call John N. Balakos, Assistant Inspector General for Audits, at (202) 727-8279.

Sincerely,



Charles C. Maddox, Esq.
Inspector General

Enclosure

cc: District of Columbia Financial Responsibility
and Management Assistance Authority
District of Columbia Councilmembers
Agency Heads

District of Columbia Government
Telecommunications Standards and Management Policy

Table of Contents

Telecommunication Standards	2
UNIVERSAL TELECOMMUNICATION WIRING STANDARD	2
<i>Understanding of the Technical Requirements</i>	2
TELEPHONE SYSTEMS	5
<i>The DC government Centrex Feature Matrix</i>	6
<i>The DC government ISDN Telephone Set features</i>	7
LOCAL EXCHANGE CARRIER NETWORK MANAGEMENT	7
<i>The Voice Communications Standard</i>	7
ADVANCED TELECOMMUNICATION TECHNOLOGY	7
<i>Call Center Standard</i>	8
Telecommunication Management Policy	8
EMPLOYEE RESPONSIBILITY	8
MANAGEMENT RESPONSIBILITY	9
AGENCY TELECOMMUNICATION COORDINATOR - AGENCY DIRECTOR	9
TELECOMMUNICATION RESTRICTIONS	10
REQUESTS FOR TELEPHONE SERVICE	10
INTERAGENCY TELECOMMUNICATION SYSTEM (WITS)	11
FEDERAL GSA FTS 2001	11
NEGOTIATE FEDERAL CONTRACTS - SECONDARY METHODOLOGY FOR TELECOMMUNICATION PRODUCTS AND SERVICES	11
PAGERS AND HAND HELD WIRELESS TELEPHONES	11
MOBILE INSTALLED WIRELESS TELEPHONES	12
AGENCY DIRECTOR MANAGEMENT OF WIRELESS	12
PRIVATE TELEPHONE LINE RESTRICTIONS	12
PUBLIC PAY TELEPHONES	12
ADVANCED TELECOMMUNICATION TECHNOLOGY	12
<i>Approval and Online Connections</i>	13
<i>Call Center Quality Assurance</i>	13
a) Guidelines For Use In Determining Customer Satisfaction	13
b) Guidelines For Use of Telephone Numbers In Advertising	13
c) Guidelines For Automatic Answering	14
Objective	14
When	15
What	15
How	15
Who	15
d) Guidelines For Managing The Voice Response Unit (VRU)	15
Computer Telephony Integration	16
a) Voice Messaging Service	16
1. Greeting Content	16
2. Extended Absence Greeting	16
4. Mail Box Management	17
b) E-mail	17
c) Video Conference Capabilities	17

District of Columbia Government
Telecommunications Standards and Management Policy

Telecommunication Policy and Standards for Acquisition and Management

Updated 1999 September 23

The Office of the Chief Technology Officer (OCTO) is charged with technology oversight responsibility for the District of Columbia government. These responsibilities include developing and enforcing policies and standards regarding the acquisition and effective use of telecommunication technology by agencies, and representatives of the District of Columbia government.

Telecommunication Standards

Universal Telecommunication Wiring Standard

1. As part of an effort to modernize the District of Columbia Government's physical infrastructure for voice and data telecommunications, the Office of the Chief Technology Officer (OCTO) has determined the minimum requirements for horizontal cabling used by all District Government agencies. The OCTO acts as an agent for various District agencies in securing a compliant high-performance voice and data network structured cabling system. The OCTO works with individual agencies to determine their requirements, prepare an agency specific Statement of Work, inspect the work of various contractors and recommend acceptance or rejection of the installation. As the authorizing agent, OCTO is not responsible for any changes to the initial scope of the task or project once a contractor quotation has been accepted. The OCTO shall not be held responsible for any activity increasing the scope of effort unless specifically requested in writing from the OCTO.

Understanding of the Technical Requirements

- a) The Chief Technology Officer (CTO) desires to maximize the utilization of any existing cabling system which is compliant with current ANSI/EIA/TIA specifications and recommendations. The Contractor shall dedicate the time and resources necessary to develop a thorough understanding of the technical requirements for a request and the business goals of the CTO. The Contractor shall meet or exceed those requirements, as specified. The Contractor must understand that a standardized intelligent distribution network allowing efficient and effective centralized management must be in place as the foundation for DC government's strategic plan. The technical designs and cable components used in our communications infrastructure are straightforward in design. The infrastructure is based on proven state-of-the-art industry-standard techniques and technologies.
- b) The Contractor shall perform a physical site survey for each site and provide the CTO and requesting agency with a detailed infrastructure design and installation plan that maximizes the use of any existing compliant cabling. The plan shall indicate the number and type of cables,

District of Columbia Government
Telecommunications Standards and Management Policy

- recommended outlet locations and a project Gantt chart with milestones showing completion dates.
- c) The Contractor shall provide an industry-standard, compliant high-performance structured cabling system that meets or exceeds all current industry and EIA/TIA standards and shall accommodate multi-media applications. The plan shall utilize any existing compliant legacy cabling systems whenever possible. The Contractor shall install, test and certify the structured cabling infrastructure to support CTO requirements on a firm fixed-price (FFP) basis.
 - d) All cabling systems shall be installed in accordance with National and District codes and in strict compliance with ANSI/EIA/TIA, NEC, CTO, and BICSI specifications and methods. All cable runs shall follow normal building hallways and be installed either parallel to or orthogonal from building exterior walls. The Contractor shall use certified installers and provide the CTO with a manufacturer's warranted cabling system.
 - e) The Contractor shall only use installers that have completed a minimum of 16 hours of Category and fiber optic cable installation training. The District recognizes only courses qualifying for continuing education credit or credit toward the renewal of a BICSI Registered Communications Distribution Designer designation. The Contractor shall provide copies of certificates of training on all personnel used on District projects upon request by the District.
 - f) All Contractor personnel shall be readily identifiable through either uniform dress or identification badges. Identifying dress or identification badges shall be plainly visible at all times while on Government sites.
 - g) **The wiring standard for all remodeling, build-outs and new construction of government owned or leased space to support telecommunications shall consist of the following:**
 - 1. Provide two Category 5 (Enhanced) cables, one for data and one for voice needs to the user locations specified.
 - 2. The Contractor shall provide plenum rated Category 5 (Enhanced) high performance cabling exceeding ANSI/EIA/TIA - 568A requirements. The data cable shall have a gray jacket. The primary voice (ISDN) cable shall have a blue jacket.
 - 3. All cables shall be terminated on Category 5 (Enhanced) jacks at the Work Area Outlet (WAO).
 - 4. The data cable shall terminate on a Category 5 (Enhanced) jack that is orange in color or identified with an orange icon/bezel.
 - 5. The voice cable shall terminate on a Category 5 (Enhanced) jack that is office white in color or identified with a white icon/bezel.
 - 6. WAO jacks shall utilize printed circuit board (PCB) technology. The contacts shall be of a hairpin design with a minimum of 50 (fifty) micro-inches of gold plating over a beryllium copper base.
 - 7. Data cables shall be terminated on Category 5 (Enhanced) patch panels at the telecommunications closet. The jack contacts in the patch panel shall be of a hairpin design with a minimum of 50 (fifty) micro-inches of gold plating over a beryllium copper base. The circuit board on the rear of the patch panel shall be protected from damage with a permanent, factory installed clear plastic guard. The patch panels may be wall or rack-mount as required.
 - 8. Cable pathways shall be parallel to or orthogonal from the building exterior walls and shall follow main interior building hallways.

District of Columbia Government
Telecommunications Standards and Management Policy

9. The Contractor shall provide both vertical and horizontal cable management for all rack mounted installations. The District requires a minimum of one horizontal cable management panel for both station and patch cords for each 48 ports of installed patch panel.
10. The Contractor shall provide horizontal cable management for all wall mount installations. The District requires a minimum of one horizontal cable management panel for patch cords for each 48 ports of installed patch panel.
11. Voice cables shall be terminated on Category 5 110-style blocks at the telecommunications closet.
12. The Contractor shall support the cables in the ceiling using approved devices. Approved devices include cable tray, ladder rack and/or "J"-shaped hooks with rolled edges. A single 2" "J"-Hook cable support shall support a maximum of forty (40) cables. For cable not installed using cable tray or ladder rack, the nominal distance between cable supports is five (5) feet. Category 5 cables shall be separated from florescent lighting, electrical power conduits and cables by a minimum of 12".
13. The minimum bend radius for single four-pair UTP cables is 1". The minimum bend radius for cable bundles is 10 times the bundle diameter. The minimum bend radius for 25-pair or larger cables is 10 times the cable diameter.
14. The Contractor shall separate Category 5 cables a minimum of 5'-0" from all motors and transformers.
15. Telecommunications cables that cross over electrical cables, conduits and video cables will do so at 90° angles only.
16. The Contractor shall untwist no more than ½" of each cable pair in terminating a Category 5 cable.
17. The Contractor shall remove no more than 1" of cable jacket for termination.
18. All cables shall be labeled and identified with permanent machine generated labels. The labels used for UTP and fiber optics shall be a clear Mylar® over-wrap type of label. The type shall be a minimum of 10 point. Each cable shall have a label attached within 6" of the cable termination. Riser and backbone cables shall be identified with clear Mylar® over-wrap labels as they pass through each telephone closet (TC).
19. Cable labels shall be unique and identify the cable and the cable type.
20. Cable labels will identify the originating space and the destination.
21. Each occupied position on 110 blocks is designated showing the Work Area Outlet (WAO).
22. Each occupied port on a patch panel identifies the served WAO.
23. Each jack has the same designation as the originating 110 block or patch panel port. The minimum type size is 10 point.
24. Each WAO plate is identified on the face with a machine generated label identifying the serving TC. Each plate is identified on the reverse side with the same information handwritten in permanent marker.
25. All cable shall be tested and certified as exceeding the TIA TSB-67 **"TRANSMISSION PERFORMANCE SPECIFICATIONS FOR FIELD TESTING OF UNSHIELDED TWISTED-PAIR CABLING SYSTEMS"** Level II requirements for basic link.
26. The Contractor shall ground telecommunications equipment in accordance with ANSI/EIA/TIA - 607 **"Commercial Building Grounding and Bonding Requirements for Telecommunications"**
27. The Contractor shall provide two (2) bound copies of all cable certification reports and an electronic copy in Microsoft Word rich text format to the Office of the Chief Technology Officer.

District of Columbia Government
Telecommunications Standards and Management Policy

28. The Contractor shall provide two (2) sets of "as-built" drawings to the Office of the Chief technology Officer. The drawings shall plainly show the major cable path(s) used and identify each WAO.

Telephone Systems

2. The telephone systems platform is a "Local Exchange Carrier Central Office Switched Centrex" offering switched Analog and ISDN service. The preferred offering is ISDN for all new workstation acquisitions. Current systems upgrades and/or additional equipment shall have the capability to evolve from "analog" voice to "digital" voice systems. The digital telephone systems standard is required to bring voice, data, and video to the desktop.

The installation of Centrex service in the DC government provides our employees with a network-based, feature-rich communications platform that allows the government to integrate voice, data, imaging, and video needs, without concern about issues like system obsolescence, growing administrative burdens, or environmental issues. As needs in the government grow or change, Centrex keeps the government in control with powerful desktop management tools.

Centrex is the DC government's piece of the Bell Atlantic network, as a result, the government will continually benefit from upgrades, new features, and breakthrough innovations in the future. To manage the Centrex system the government has available powerful, desktop tools that assist in responding more rapidly to our employee telecommunications needs. These tools include View@once, Station Message Detail, Recording (SMDR) and MacstarSM that lets us manage many of our agency requests in a more responsive manner. Centrex provides "at no additional cost" a wide variety of valuable system features that can be of benefit to our employees (*See next page*). As a result of choosing Centrex as our telecommunications solution all switching and network equipment are based in the Bell Atlantic Central Office. The Centrex solution lowered the DC governments start up costs and Centrex provides a way to cut other ongoing communications costs. Over time the DC government will save month after month as Centrex lowers "hidden" communications costs for things like floor space rental, utilities, human resources, costly upgrades and insurance that are embedded in PBX systems.

Special Note: When ordering a telephone line for use with a modem connected to a personal computer (PC), you **CANNOT** have that PC connected to the LAN/WAN within the DC government. This is prohibited due to network security requirements.

District of Columbia Government
Telecommunications Standards and Management Policy

The DC government Centrex Feature Matrix		At no additional cost includes	
Feature / Rate Element	Centrex *	ISDN **	
Analog Caller ID	2.00	X	
ARS	X	X	
Add - On - Consultation Hold Incoming Only	X	X	
Automatic Callback Calling	N/A	X	
Call Appearances - Multiple	X	X	
Call Forward - Busy Line	X	X	
Call Forward - Don't Answer	X	X	
Call Forward - Variable	X	X	
Call Forwarding - Incoming Only	X	X	
Call Forwarding Busy Line - Incoming Only	X	X	
Call Forwarding Don't Answer - Incoming Only	X	X	
Call Hold	X	X	
Call Pickup	X	X	
Call Transfer	X	X	
Call Transfer - Incoming	X	X	
Call Waiting	X	X	
Call Waiting - Incoming Only	X	X	
Call Waiting - Originating	X	X	
Cancel Call Waiting	X	X	
Consultation Hold	X	X	
Dial Call Waiting	X	X	
Directed Call Pickup	X	X	
Distinctive Ring Tone - Originating	X	X	
Distinctive Ring Tone - Terminating	X	X	
DN Privacy	X	X	
Electronic Key Features (See Attachment)	N/A	X	
FTS 2001 Access	X	X	
Local Access	X	X	
MACSTAR	X	X	
Six - Way Conference	X	X	
Speed Calling - 1 & 2 Digit	X	X	
Speed Calling - Customer Changeable	X	X	
Three - Way Conference	X	X	
Touch - Tone	X	X	
Trunk Answer Any Station	X	X	
Uniform Call Distribution	X	X	
Message Units	X	X***	

* Source of Bell Atlantic Centrex Feature listing is the existing ICB contract with the DC government

**Source of ISDN Centex Feature listing is the existing BA tariff filed with Washington, DC PSC customers.

*** The Bell Atlantic line rate of \$15.50 includes an average rate of \$2.00 per line instead of individual message units to provide free calling within the DC government's telephone system.

District of Columbia Government
Telecommunications Standards and Management Policy

The DC government ISDN Telephone Set features

1. Call Forwarding Variable Feature button	9. Mute key
2. Call Pickup	10. Per Call Block number
3. Call Transfer key	11. Redial key
4. Caller ID	12. Ringer Cut-off button
5. Drop key	13. Speaker key
6. Group Intercom button	14. Speed Dial
7. Hold key	15. Three-way Call (Conference key)
8. Manual Exclusion button	16. Volume key

Local Exchange Carrier Network Management

3. Local Exchange Carrier Network Management for Voice Lines and Switching Systems is encouraged. In-house agency staff management of telecommunication switches, concentrators, and routers equipment is discouraged as we work toward "re-engineering" the government. In-house management has proven too expensive and prohibitive to keep pace with emerging technological advancements in the telecommunication industry. Budget and technical constraints have, in the past, kept the District government ten to twenty years behind the technological curve, which has hampered employee productivity and the delivery of citizen services. For these reasons, the District government is adopting the following Standards for Voice and Data Telecommunication Systems:

The Voice Communications Standard

- a) The current Voice Communications Standard is "Local Exchange Carrier Central Office Switched Centrex" offering both Analog and Integrated Services Digital Network (ISDN). This Standard allows the government to evolve gradually to the digital platform with limited additional expense for switching equipment by eliminating customer premise equipment (KSU, PBX, etc.), eliminating the requirement for in-house staff management, and very minimal requirement for floor space allocations. This Standard offers the government the transparent appearance of having the entire government on a single telephone switch, which promotes uniform dialing with last five digits, voice mail, and total technological functions for all agencies regardless of the size of their staff or budget. This Standard eliminates the high cost of maintenance, allows for easy upgrades and eliminates message unit charges which currently cost .08 cent per call. *See Centrex feature matrix above.*

Advanced Telecommunication Technology

4. Advanced Telecommunication Technology for voice communications lines including land line and wireless service provides for the integration of computer and telephony applications that are designed to respond to the increasing service demand from the constituents of the DC government. The use of Advanced Telecommunication Technology provides efficient and cost effective vehicles through which the DC government employees can provide quality service to constituents and fulfill the needs of the public. Computer Telephony Integration (CTI) is a technology that controls and/or coordinates business processes and related applications through the exchanges of commands and messages between computers and telephone systems. CTI technology facilitates the functional integration of:

Technology - including telephony network capabilities, voice and data switching, business software applications, computer databases, voice processing systems and other information media, plus

District of Columbia Government
Telecommunications Standards and Management Policy

People - including Call Center Agents, Customer Service Representatives, Help Desk Personnel, and Professional Knowledge Workers

Call Center Standard

- a) The Call Center Standard requires that all call center operations meet a minimum required standard in servicing the DC government constituents. They include:
1. Customized greeting capability for each telephone number
 2. Measure total number of calls and type of calls (e.g. Total number of incoming calls, calls not answered, answered calls, etc.)
 3. Support multiple languages for screening and routing calls to appropriate agent
 4. Interactive Voice Response (IVR) allows callers to contact a company and obtain access to select information without the aid of a company employee
 5. Call Processing capability: A Voice Response Unit or Enhanced Call Processing (VRU or ECP) feature provides a caller the ability to make choices which will properly route the call for expedient handling based on the choices made.
 6. Allow the customer to one key escape to a human operator
 7. Collect 10digit telephone number and/or address and send to data base systems
 8. Options for single key exits
 9. Perform skilled based routing capabilities in Automatic Call Distributor (ACD)
 10. Identify skilled agent groups
 11. Manage queue and produce performance
 12. Queuing capability
 13. Special message by queue
 - Statistical information for telephone number queue
 - Average wait time
 - Customer drop rate
 - Number of calls that hit the queue
 - Access statistics
 14. Exit queue arrange for a call back if customer requests a specific time to call back
 15. Allow customer to leave a voice message and have it related back to stored number
 16. CTI features including date routing and screen pop of selected data and script
 17. System and agent remote and at position real time monitoring
 18. Measure and generate reports
 - Standard
 - Ad-hoc
 19. Outbound call management features
 20. Collect and store contact history, create follow up and monitor commitments made
 21. Provide agent with select information at any point in a customer transaction
 22. Copy information from a screen using point and click

Telecommunication Management Policy

Employee Responsibility

1. Each employee is responsible for using government telecommunication technology correctly to complete work related tasks which serve constituents of the District of Columbia or aid in conducting business with others on behalf of the DC government. Any employee action, which results in abuse

District of Columbia Government
Telecommunications Standards and Management Policy

or misuse of telecommunication services or inappropriate use of telecommunication services, will result in disciplinary action up to and including dismissal.

Management Responsibility

2. The Telecommunication Technology area of management responsibility is the DC government's information infrastructure. This is defined as ALL DC government information transmission media (twisted pairs cabling, coaxial cabling, fiber optic, and wireless). This includes, but is not limited to:
 - the Building telephone wiring referred to in the industry as Horizontal Communications Cabling,
 - cabling links beginning at the RJ-45 wall plate in the work space and/or data center and terminating at, and including, the voice and data patch panels,
 - Wireless Communications for cellular, pagers, and radio, including the emerging wireless computing "packet data" technologies.

VOICE COMMUNICATIONS Each Agency shall provide their final voice communications requirements to the OCTO Telecommunication Division. OCTO will facilitate and assist the agency to acquire the proper system to meet the mission critical requirements, based on the agency's needs in relation to the best benefit for the government. : OCTO is responsible for providing oversight of agency telecommunications solutions.

Agency Telecommunication Coordinator – Agency Director

3. Each Agency Director shall designate at least one responsible member of their staff as the Agency Telecommunication Coordinator (ATC), for voice communications to serve as the agency's liaison to OCTO, Telecommunication Division for voice communications requirements. For larger agencies, the Agency Director may select additional ATC's with direct responsibility for specific organizational units (Commissions, Administrations, Bureaus, Divisions, etc.) who will report to a designated Agency Telecommunication Coordinator. For the smaller agencies, a single individual may serve both responsibilities (voice and data). It is imperative that the Agency Director ensures that the designated Agency Telecommunication Coordinators have the highest level of support, authority, expertise, and allocated time to properly carry out these important functions.

In addition to the liaison role, the ATC are be responsible for reviewing the monthly landline, and wireless billing including long distance charges for accuracy. The ATC will review billing reports with emphasis on eliminating unneeded telephone lines, removing excessive features and identifying service misuse or abuse. Findings should include; documentation of findings, cause, and corrective action taken. A copy of the documentation should be forwarded monthly to the OCTO. All reports should be maintained for a minimum of 24 months and available when requested by the OCTO.

Last, the ATC will play an integral role in the updating of directory listings of agency workgroups and their associated telephone numbers. This update will take place at least two times yearly (minimum). These listings and their associated telephone numbers will be published in appropriate directories containing DC government contact information. The directories include:

District of Columbia Government
Telecommunications Standards and Management Policy

Bell Atlantic Blue Pages

R. H. Donnelley "The One Book"

Agency At A Glance

Internal Telephone Directory

The Pocket Guide

Executive Guide

The Hispanic Directory

Telecommunication Restrictions

4. District government's telecommunication systems use shall be restricted to government official business. This applies to:

- Local and long distance Service
- Accepting collect calls

Note: Employees are only authorized to accept local or long distance "COLLECT" calls when local agency written policy gives permission to do so. Each agency must provide a copy of their policy to OCTO who will maintain a copy of these policies and request an annual update from each agency department director.

- Intranet and Internet
- E-mail
- Voice messaging service
- Cellular and paging service

Use of government long distance service for personal calls is strictly prohibited.

Use of the 1010 (ten-ten) dialing prefix for making calls is strictly prohibited.

Calls to time, weather, 900 or 976 are prohibited (*See Employee Responsibility page 8*).

Each Agency Director has the authority to grant exemptions to the use of government telecommunications systems however such exemptions must be documented and made available to OCTO upon request¹.

The Agency Director is responsible for ensuring employee compliance with this policy. In the future OCTO will make available, via the WEB, monthly statistical reports to the agency on usage and cost. In addition the OCTO will randomly conduct agency audits on landline and wireless services ensuring agency compliance with standards and management policy with emphasis on eliminating unneeded telephone lines, removing excessive features and identifying service misuse or abuse. Audit findings will be submitted monthly to the OCTO and to the Agency Department Director(s) involved. Each agency is accountable for taking corrective action and identifying additional processes to eliminate future occurrences.

Requests for Telephone Service

5. A Request for Telephone Service (RTS order form) with attached written justification for all Telecommunication acquisitions shall be submitted by the respective Agency Coordinator to the OCTO, Telecommunication Division, Suite 960N, 441 4th Street, NW for approval and execution. Each request must have proper approval signatures affixed.

¹ The agency policy on collect calls must be provided to OCTO upon implementation and updated annually.

District of Columbia Government
Telecommunications Standards and Management Policy

Proper approval requires the Agency Director or their designated representative and the Budget Chief to sign the RTS form. Each Agency Director must provide OCTO an updated list of designated representatives by the first business day of October each year. In addition, each Agency Director is responsible for notifying the OCTO in writing of the removal of any designated representatives who no longer has the authority to approve RTS forms. Selected service requests will also require a letter, on agency letterhead, in addition to the RTS form, with required approval signatures. The letter should be attached to the RTS form. This will be necessary for the following services:

- International calling card
- Long distance calling card
- Wireless Services other than DC government authorized Vendors

OCTO is automating the Request for Telephone Service process for submission via the DC government Intranet. The justification shall explain the objective, systems requirements, and benefits of the acquisition. Upon receipt and approval, the requests will be processed to the District government designated carriers and/or service providers for appropriate action. Failure to comply with this procedure will be deemed a violation of the Policy. As such, the Request for Telephone Service will not be approved by OCTO, and therefore returned to the Agency Telephone Coordinator with the reason for the return in writing.

Interagency Telecommunication System (WITS)

6. The Federal Washington Inter/Agency Telecommunication System (WITS) Contract, which the District government is a participant, is the primary acquisition methodology for telecommunication equipment, cabling, support services, and maintenance, where applicable, unless a waiver is obtained via justification submitted to the OCTO, Telecommunication Division.

Federal GSA FTS 2001

7. The Federal GSA FTS2001 Long Distance Contract is the service methodology for District government long distance communications and support services. All employees whose position requires the use of long distance services can obtain them through the use of the Request for Telephone Service (RTS) form. See item 5 above

Negotiate Federal Contracts – Secondary Methodology for Telecommunication Products and Services

8. Negotiated Federal Contracts for Telecommunication Products and Services shall be the secondary methodology for District government telecommunication related acquisitions. A waiver to use another acquisition vehicle may be granted to an agency on a case-by-case basis upon approval of written justification submitted to the OCTO, Telecommunication Division.

Pagers and Hand Held Wireless Telephones

9. The authority to acquire pagers and wireless telephones (mobile installed and portable) shall be restricted to Agency Directors, or their designates. Pagers and Cellular Telephones are normally provided to employees' having responsibilities that routinely require mobility away from their designated workstations. These are normally individuals who must be accessible at all times during their tour of duty hours, and/or they need to make government business related calls from locations where telephone service availability or safety issues are of concern.

District of Columbia Government
Telecommunications Standards and Management Policy

Retrieving office voice mail messages through the use of wireless communications is strictly prohibited. It is recommended that users of wireless communications have the voice mail service establish and utilize the pager notification feature to automatically notify you of urgent calls.

Mobile Installed Wireless Telephones

10. For mobile installed cellular telephones, the request shall also include the make, model, year, and license number of the vehicle in which the telephone is to be installed. Mobile telephones shall be installed **only** in vehicles that are the official's principle mode of District government business related travel.

Agency Director Management of Wireless

11. Each Agency Director shall scrutinize and manage the use of multiple wireless communications devices (pagers, portable and mobile cellular telephones) by individual employees. Additionally, the Agency Director or ATC is to maintain an up-to-date and accurate, but separate inventory of Wireless and Pager equipment, which lists the make and model of the equipment; the assigned staff and/or vehicle date the unit was assigned or installed; and date the unit was returned; de-installed, or taken out of use. This inventory must be made available to OCTO, Telecommunication Division immediately upon request. The official shall ensure that government telecommunication property is returned to inventory upon a user's departure from the agency or the government. All thefts of such property shall be immediately reported to the Metropolitan Police Telecommunication Division.

Private Telephone Line Restrictions

12. Private telephone lines shall be restricted to government officials who are managers and the nature of their responsibilities demand direct accessibility at all times. The private lines shall be private "Centrex" lines and future use of the "1MB" private line is prohibited except in unique circumstances based on justification by the Agency and approval by the OCTO.

Public Pay Telephones

13. Public Pay Telephones shall be installed on District of Columbia public space and in District government buildings and facilities (owned and leased by approved public pay telephone provider(s)). Approval for ALL public pay telephone installations on or in government space shall be executed by OCTO, Telecommunication Division ONLY. Providers must be registered with the D.C. Public Service Commission. OCTO, Telecommunication Division will facilitate the installations with the provider and the responsible units in the D.C. Department of Public Works (permits, etc.). OCTO, Telecommunication Division shall exercise their contracting options to acquire services and shall negotiate the best commission terms available for the government. Commission revenue Checks shall be made payable to the D.C. Treasurer and mailed to OCTO, Telecommunication Division per designated time intervals for deposit.

Advanced Telecommunication Technology

14. Advanced Telecommunication Technologies are encouraged for implementation in the District government to enhance business operations, staff productivity, and/or delivery of services to our citizens. Each Agency Director shall maintain control of and manage the use of such new products and services to ensure the security and protection of the government's valuable information resources.

District of Columbia Government
Telecommunications Standards and Management Policy

Approval and Online Connections

- a) **Approval:** The Agency Director shall submit in writing to the Director of OCTO a request to introduce new telecommunication technology to the agency's operations. The request must explain the technology, the purpose for use, responsible parties, systems impacted, and information systems security methods. OCTO Telecommunication Division will conduct an impact assessment to facilitate approval or to recommend prerequisites for approval.
- b) **On-line Connections:** The Agency Director shall submit in writing to the Director of OCTO a request to link the agency to on-line services and to the information superhighway, the Internet. *ALL linkages must be via "stand-alone PC."* No LAN Connections are allowed due to the current lack of certified "firewalls" to protect government systems and information. As the "firewall" products are enhanced and systems security capability gains universal certification, the Director of OCTO will approve LAN connectivity on a case-by-case basis.

Call Center Quality Assurance

Our customers' image of the DC government is shaped by the quality of service we give and the messages we convey with each contact. Among these messages is the live greeting or recorded announcement on Call Center telephone lines. Organizations which manage customer contacts are accountable for implementing quality assurance programs to ensure that calls to their numbers are routed to representatives, out-of-hours recordings, or queue recordings as appropriate, and that all recordings are of the highest quality.

a) **Guidelines For Use In Determining Customer Satisfaction**

Research has shown that call centers, which provide the best levels of customer service (best in class), achieve higher levels of customer satisfaction because of five primary factors:

- Responsiveness of Representative
- Authority of Representative
- Timeliness of Response
- Clarity of Response
- Helpfulness of Response

b) **Guidelines For Use of Telephone Numbers In Advertising**

The advertising objectives, awareness, education or call to action will determine the appropriateness of including a telephone number (local or 800) for customer response. Listed below are the different categories of advertising and the guidelines for the use of 800 numbers for inbound response:

District of Columbia Government
Telecommunications Standards and Management Policy

<u>OBJECTIVE (w/example)</u>	<u>GUIDELINES</u>
To solicit feedback	Always use telephone number, regardless of media.
To generate a call to action (Business or Residential constituent)	Always use a telephone number regardless of media.
To create public awareness (Agency Program)	Do not include a telephone number unless you want to encourage people to call for more information.
To provide information (City Objectives)	Do not include a telephone number unless a response is requested.
To stimulate usage (DC government Website)	Do not include a telephone number.

Additionally, the necessity of including specific hours of live operation at the response center when a telephone number is used is dependent upon the following factors:

Management of the response centers requires the ability to adjust the hours of operation based on fluctuating response levels. To specify the hours would limit this flexibility.

In addition, calls for several agencies are creating a variety of calls each with their own hours of operation are handled at the same center. To publish this difference could be confusing to customers.

Therefore, the publishing of specific hours of live operation should be decided on a case-by-case basis. For example, direct mail can easily accommodate hours of live operations without adding to customer confusion. Television, on the other hand, does not permit the inclusion of detailed information and would not show hours of live operation. Some print ads, like direct mail, may allow for more detailed information, whereas radio has the same limitations as does television.

c) Guidelines For Automatic Answering

Objective

By virtue of the very nature and purpose of government, it is critical to have excellent communications. We must always strive to provide excellent communications regardless of the media by which we communicate. When a constituent seeks assistance from their city or a visitor attempts to reach out to us, we should to be prepared to handle their request with the highest quality service possible, including those contacts "handled" by recordings.

The DC government seeks to project a positive image in all communications with its' customers. To be effective, we must at least meet our customers' expectations for good service. That includes the manner in which we answer our telephones.

District of Columbia Government
Telecommunications Standards and Management Policy

These guidelines are designed to ensure that outgoing messages delivered on automatic answering devices (including but not limited to answering machines and voice messaging services) reflect the tone of voice, and a manner consistent with the Mayor's Vision and commitment to customer service for the citizens of Washington DC.

When

Any telephone number that is provided to our customers or vendors, including 800 numbers and non-800 numbers, should have an out-of-hours message for coverage when the phones are not staffed. Other official numbers, which are not generally distributed to customers but used by employees, are included under these guidelines if automated answering is provided. When an option is given to reach a live person on voice mail systems, care should be taken to ensure coverage is provided during normal business hours and an appropriate announcement (see below) provided outside of normal business hours.

What

At a minimum, the message should have the following elements:

- Thank the caller for calling The DC government.
- Explain that their call is important to The DC government.
- Provide normal hours of business including days and hours of operation. Remember to change messages during holiday periods.
- If appropriate, ask for their name and number for callbacks during normal business hours or ask for a convenient timeframe to call them back if out-of-hours callbacks can be accommodated. The message should be specific enough to ask for a call back number where they could be reached, e.g., office rather than home. (Callbacks should be made by the close of business the next business day.)
- If it is not possible to request callback information, the caller should be politely asked to call back during business hours.
- Again, thank the caller for calling The DC government.

Any additional information can be provided as long as it is not confusing and in good taste.

How

Systems or devices used for outgoing messages should be of a sufficient quality that will project the desired image the DC government is striving to achieve. If your equipment is not reliable, repair or replace it immediately.

Monitor out-of-hours messages regularly to ensure they are operating within expectations. If a failure occurs, fix it immediately. Ensure that messages are kept current.

Who

Personnel should make recordings with clear, distinctive voices and with smiles while they record. Smiles do come through and enhance the image we project.

d) Guidelines For Managing The Voice Response Unit (VRU)

The Voice Response Unit (VRU) can be an effective method for assisting the customer in reaching the right place for assistance. Managing the way this vehicle is used is critical when providing high quality customer service. No VRU menu should ever exceed five (5)

District of Columbia Government
Telecommunications Standards and Management Policy

levels; three (3) to four (4) levels has proven to be the most effective and minimizes customer confusion and irritation. Selections at each level should be kept at a minimum usually no more than five (5) choices, six (6) max. Design your menu around the way your customer searches for assistance and stay away from organization terminology which may not be known by most callers.

Your VRU should be monitored on a regular basis for quality of voice recording and content. Keep a record of your experience and make corrections when defects in the content or quality of the recording are observed.

Computer Telephony Integration

a) Voice Messaging Service

This is service that provides the end user with the capability to provide callers with help and assistance to meet their need. It acts as an informational tool to guide callers in what to do if you are not available. The voice mail system has the ability to both give and take messages for the end user. Voice Messaging is provided as a means of improving the end user's productivity in aiding District constituents. Voice Messaging is not to be used for personal purposes or messages.

Each voice mailbox requires a pass code to access mail messages and features. Pass code management is the responsibility of each agency. A fee, currently \$25, is charged to reset pass codes when an employee forgets, misplaces or loses their pass code. Agencies who would like suggestions on pass code management can consult with the OCTO team.

To effectively use the features and maintain the DC government's standard of care for its constituents some basic elements should be followed.

1. Greeting Content

Your voice mail greeting should be updated DAILY and welcome the caller to your department or organization by letting them know whom they have reached. Provide the caller brief instructions and encourage a detail message regarding the call so that when you return the call you will be prepared to provide assistance. Let the caller know you are willing to help and advise of a time frame within which you will return the call.

Thank you for calling the Department of Housing. Today is Monday and you have reached the desk of Susan Smart. I'm not available at this time to take your call however, if you leave your name, a number where you can be reached and a detailed message, I will return your call by close of business tomorrow.

(WHERE ARRANGEMENTS HAVE BEEN MADE THE CALLER MAY BE ADVISED THAT IF THEY NEED IMMEDIATE ASSISTANCE THEY CAN PRESS ZERO (0) AFTER LEAVING A MESSAGE AND THEIR CALL WILL BE FORWARDED TO SOMEONE WHO CAN GIVE ADDITIONAL ASSISTANCE.)

2. Extended Absence Greeting

As an employee of the government we each are committed to serve the citizens of Washington DC. A part of that service keeps the customer informed and we do that through managing expectations. If you are away from your office for two (2) days or more you should utilize the extended absence greeting. Your greeting should:

- advise the caller that you will be away from your office (give period of time)

District of Columbia Government
Telecommunications Standards and Management Policy

- tell the caller what to do in case of urgency
- let caller know when you will be able to pick up messages
- advise caller of your ability to return calls during your absence and,
- always assure the caller of your desire to assist them.

3. Updating Your Greeting

Greetings that are time sensitive should be updated immediately.

4. Mail Box Management

Voice mailboxes should be checked twice daily at a minimum.

5. Message Notification

Telephones sets have two features that provide the user with message notification. "Snter" dial tone (from the Centrex) when you pick up the telephone alerts the user that there are messages waiting. In addition, most new sets being placed into service have a visual message indicator. The visual message feature should always remain in the on position. It provides a visual lighting on the telephone set whenever a caller leaves a message in your mailbox.

6. Broadcast Messaging

Bell Atlantic Opti-Mail allows users to establish distribution lists of varying sizes. Users are allowed to send voice mail messages to more than voice mail users. The sender can request notification of messages that are delivered and played by the recipient. This feature provides the government the ability to communicate a single message to an entire body, an agency, department or other cluster arrangements simultaneously providing the same message to all at the same time. An example is the use by the Office of the Chief Technology Officer who sends a single meeting notification message to all sixty-seven (67) Telecom Coordinators with a confirmation of receipt. This feature has a wide variety of uses which can entail notifying employees of critical dates, organizational changes, training tips or dates, sharing employee schedules with other team members just to name a few.

b) E-mail

Bell Atlantic provides the digital high-speed backbone for the DCG Metropolitan Area Network. The Switched Multi-megabit Network establishes seamless data access, allowing agencies to accomplish any-to-anywhere connectivity. The network provides the user access to the DC government Intranet, E-mail, and Internet services.

c) Video Conference Capabilities

The ISDN platform provides the DC government with Multi-media/Video conferencing. This technology allows government leaders to contact key personnel quickly and efficiently. Video conferencing can also provide for distance learning applications with neighboring colleges and universities.

**District of Columbia Government
Telecommunications Standards and Management Policy**

15. Use of radios or alternative communications devices, in lieu of cellular telephones and pagers, shall be considered and recommended for approval where appropriate, based on agency justification.

This Issuance supercedes and updates all previous Telecommunication Policies and Standards.

**District of Columbia Government
Telecommunications Standards and Management Policy**

INDEX

Cellular	9, 11, 12
CTI	2, 7, 8, 9, 12
Customer Satisfaction	8, 13, 14, 15
Paging	9, 12
Request for Telecommunications Service	11
Responsibility	2, 7, 8, 9, 10, 11, 12, 13, 14
Restrictions	10, 11, 12
Standard	2
Systems	5, 7, 8, 11